



# Memorandum

**To:** Members of the City of Bloomington Common Council  
**From:** Susie Johnson, Director, Department of Public Works  
**Date:** August 27, 2008

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In preparation for our 2009 budget, Public Works carefully reviewed each of its eight division's budget requests and has presented a very practical budget. We used the zero based budgeting concept in our analysis and we believe it was successful. Below I would like to highlight some of our 2009 goals.

**Animal:** The proposed 2009 Animal Care and Control budget will focus on improving Community Condition by continuing to provide sheltering and field operations as well as educational opportunities. Our control and field operations will continue to provide 24-hour emergency rescue for pets as well as providing regular service calls and responding to citizen complaints. We will continue to provide shelter to animals from Monroe County through our partnership with County Animal Control. We are seeking an additional \$1,500 in our advertising line to increase awareness of adoption and spay/neuter needs.

We are currently using a downtown storefront location to bring dogs and cats offsite on Sunday for 3 hours. We have found that our visitor count is very low and are primarily people walking by who just stop to pet an animal but are not serious about adopting. Although it is good exposure for the shelter and good for the animals to get out, we have done fewer than five adoptions at the offsite since opening in April 2007.

Friday evenings and Saturday afternoons are our busiest times at the Shelter, and we anticipate we would have more visitors at the shelter on Sunday afternoon, who are serious about adopting, than we have at the offsite. This would make more effective use of staff time and showcase our animals better. We can only take 4-6 dogs and 3-4 cats to offsites based on space in the van, whereas all adoptable animals could be viewed here at the shelter.

To implement this change, we would need to increase the 20-hour kennel staff and secretary positions to 25 hours each. The Behavior Consultant/Outreach

Coordinator would be here as the manager on duty within the current budgeted hours.

**Engineering:** Our Engineering Department works very hard to improve Bloomington's Community Condition. In 2009 we are seeking \$11,308 less than in 2008, except for salaries. Our largest project in 2009 will be beginning the construction of the West 3<sup>rd</sup> Street project. Engineering will also work on several design projects funded through the Public Works budget.

**Fleet:** Fleet Maintenance currently has no on-site management. In this budget we are requesting a new position be created: Fleet Maintenance Manager.

Fleet's responsibilities continue to grow. We have additional administrative duties with new fuels, vehicle technology and city/county ventures. Our fleet has grown from 465 vehicles in 2003 to 494 in 2008. In addition to these numbered units there are numerous small equipment units, including lawn care, trailers, and police undercover vehicles, which have also increased in number and are maintained by Fleet Maintenance. The last time personnel were added to Fleet was 2004. By creating the much needed Manager Position, we will need to add an additional mechanic. We are requesting an apprentice position in 2009, and if granted, will ask that it be upgraded to a Master Mechanic in 2010.

We are also requesting an increase of \$59,000 in our motor vehicle repair line. Our fleet is aging and while the number of repairs has decreased the cost of the individual repairs has increased.

We are requesting an additional \$15,000 to purchase a new bulk oil tank. Currently all vehicles are using 15W40 oil, which is standard in the larger diesel trucks. If we had an additional tank we could store and use 5W30 oil in the light duty trucks and cars. 5W30 oil is less expensive to stock. We estimate the savings to be approximately \$3,000 annually.

We are also requesting an additional \$22,100 to replace the existing garage bay heaters. They are inefficient and expensive to repair.

**Parking Enforcement:** Parking Enforcement will work to improve Community Condition and Character in 2009, and we are proposing to do this while decreasing our overall spending by \$62,581. \$25,440 of this savings comes from a drop in the interest rate we are paying on the 7<sup>th</sup> and Walnut garage. We are requesting an additional \$9,180 to increase the pay of our School Crossing Guards from \$18 per day to \$20 per day. In 2009 we will be working to increase awareness of the available downtown parking. We will unveil several marketing efforts for our garages and collaborate with downtown business on parking awareness.

**Public Works:** Some major projects proposed in this request are design funds for the Sare and Rogers Road intersection, and the purchase of right of way for improvements to South Rogers Street from Watson to Rockport. We will also begin

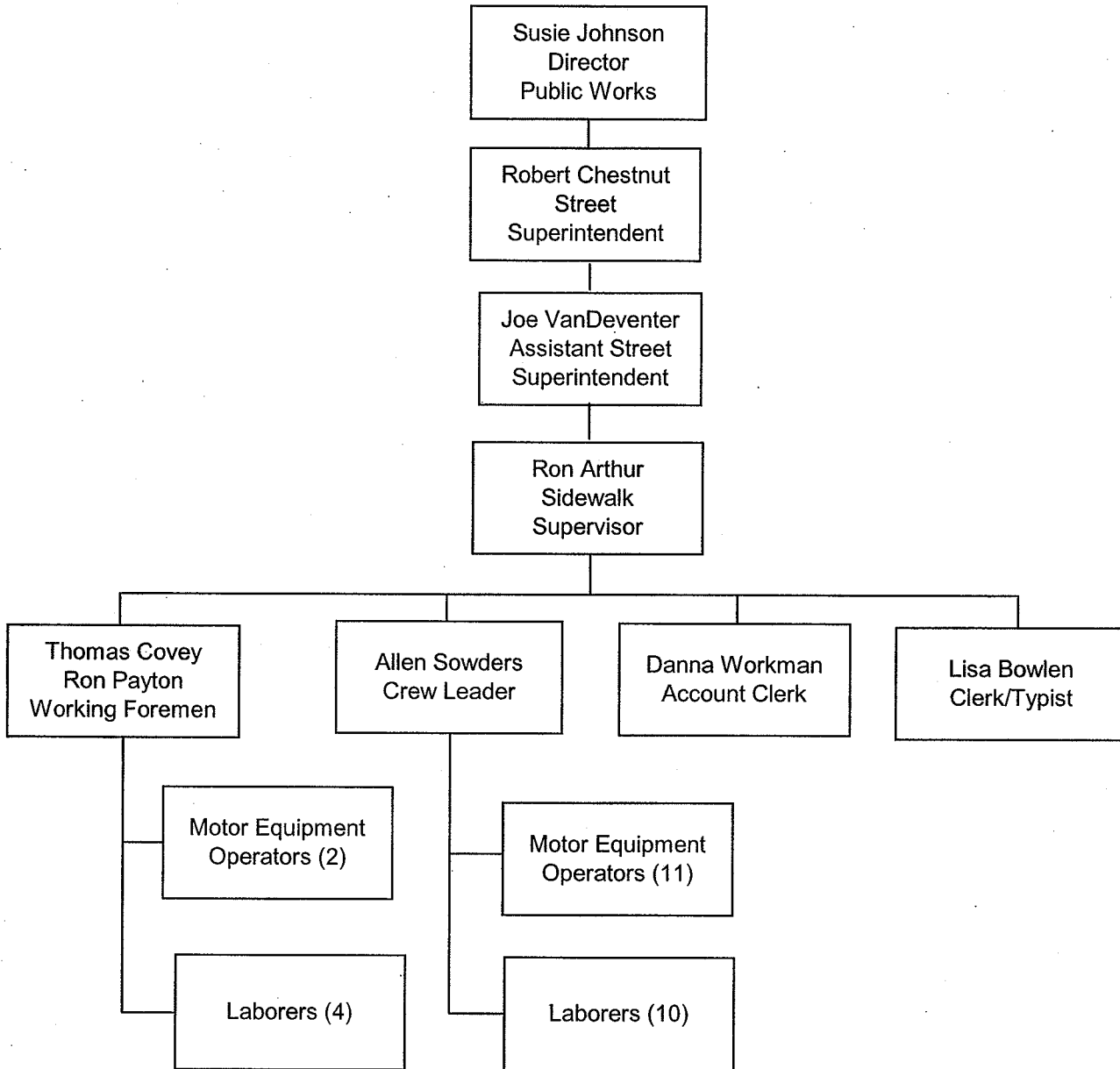
the design work for improvements to Arlington, Crescent and 17<sup>th</sup> Streets, while also beginning the construction of major pedestrian improvements to South Henderson Street from Allen Street to Hillside.

**Street Department:** Street Department certainly is key to Community Condition and to keep our streets safe and passable. We are seeking an additional \$200,000 that will be used to increase our deicing material stockpile and to help get us back on track with our paving schedule.

**Sanitation:** Sanitation services will continue in 2009 much like last year. We are requesting \$10,400 in our uniform line to purchase some all weather gear for our employees. We are also projecting a 10% increase in our tipping fees for 2009. Our current contract will expire in June 2009.

**Traffic:** We would like to add a skilled technician to the staff. Our new Manager has taken a very new and progressive approach to running the division. The division is no longer contracting out all of our signal upgrade work. We are doing the upgrades ourselves. This is allowing us to stretch our dollars much further. In 2008 we budgeted \$190,000 to complete 2 intersection upgrades. With our own crews doing the work we will actually be able to upgrade 2 intersections plus 31 pedestrian indicators with LED bulbs, and also add a new Crosswalk Man, which is now a federal requirement, along with a variety of other initiatives.

# STREET



### Street - LRS 2008 Budget vs. 2009 Budget

Budget Allocation	2008 Budget			2009 Budget			\$ Change
	General Fund	Other Funds	Total	General Fund	Other Funds	Total	
100 - Personal Services		0	0		0	0	0
200 - Supplies		718,650	718,650		628,950	628,950	(89,700)
300 - Other Services		305,400	305,400		349,300	349,300	43,900
400 - Capital Outlays		0	0		0	0	0
<b>Total</b>	<b>0</b>	<b>1,024,050</b>	<b>1,024,050</b>	<b>0</b>	<b>978,250</b>	<b>978,250</b>	<b>(45,800)</b>

Employees	2008 Budget	2009 Budget	# Change
Regular			0.00
Temporary			0.00
<b>Total</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

### Street - MVH 2008 Budget vs. 2009 Budget

Budget Allocation	2008 Budget			2009 Budget			\$ Change
	General Fund	Other Funds	Total	General Fund	Other Funds	Total	
100 - Personal Services		1,768,441	1,768,441		1,812,857	1,812,857	44,416
200 - Supplies		298,674	298,674		557,410	557,410	258,736
300 - Other Services		184,893	184,893		209,022	209,022	24,129
400 - Capital Outlays		360,000	360,000		25,000	25,000	(335,000)
<b>Total</b>	<b>0</b>	<b>2,612,008</b>	<b>2,612,008</b>	<b>0</b>	<b>2,604,289</b>	<b>2,604,289</b>	<b>(7,719)</b>

Employees	2008 Budget	2009 Budget	# Change
Regular	35.00	35.00	0.00
Temporary	1.00	1.00	0.00
<b>Total</b>	<b>36.00</b>	<b>36.00</b>	<b>0.00</b>

### TOTAL Street 2008 Budget vs. 2009 Budget

Budget Allocation	2008 Budget			2009 Budget			\$ Change
	General Fund	Other Funds	Total	General Fund	Other Funds	Total	
100 - Personal Services		1,768,441	1,768,441		1,812,857	1,812,857	44,416
200 - Supplies		1,260,324	1,260,324		1,479,360	1,479,360	219,036
300 - Other Services		490,293	490,293		558,322	558,322	68,029
400 - Capital Outlays		360,000	360,000		25,000	25,000	(335,000)
<b>Total</b>	<b>0</b>	<b>3,879,058</b>	<b>3,879,058</b>	<b>0</b>	<b>3,875,539</b>	<b>3,875,539</b>	<b>(3,519)</b>

Employees	2008 Budget	2009 Budget	# Change
Regular	35.00	35.00	0.00
Temporary	1.00	1.00	0.00
<b>Total</b>	<b>36.00</b>	<b>36.00</b>	<b>0.00</b>

Department: STREET - TOTAL		2007	2007	2008	2009	\$	%
Fund: ALL FUNDS		Budget *	Actual	Budget **	Request	Change	Change
* Budget amounts include all appropriations approved. ** Budget amounts include appropriations approved through June 30th.							
1 PERSONAL SERVICES			FTE:	36.000	36.000		
11 Salaries & Wages							
1110 Salaries & Wages - Regular	1,202,252	1,161,203	1,243,424	1,276,864	33,440	2.69%	
1120 Salaries & Wages - Temporary	20,000	23,486	20,000	20,000			
1130 Salaries & Wages - Overtime	40,723	50,954	40,723	40,723			
12 Employee Benefits							
1210 FICA	96,618	88,758	99,767	102,325	2,558	2.56%	
1220 PERF	127,405	124,182	134,835	141,641	6,806	5.05%	
1230 Health Insurance	220,430	220,430	222,635	224,875	2,240	1.01%	
1240 Unemployment Compensation	2,287	2,287	2,122	864	-1,258	(59.28%)	
1250 New Officer Medicare							
1260 Clothing Allowance							
1270 Police PERF							
1280 Fire PERF							
13 Other Personal Services							
1310 Other Personal Services	5,530	5,530	4,935	5,565	630	12.77%	
TOTAL - CATEGORY 1:	1,715,245	1,676,829	1,768,441	1,812,857	44,416	2.51%	
2 SUPPLIES							
21 Office Supplies							
2110 Office Supplies	1,274	1,076	1,274	1,000	-274	(21.51%)	
22 Operating Supplies							
2210 Institutional & Medical	4,900	6,193	4,900	10,000	5,100	104.08%	
2220 Agricultural Supplies							
2230 Garage & Motor Supplies							
2240 Fuel & Oil	138,697	99,717	142,600	193,700	51,100	35.83%	
23 Repair & Maintenance Supplies							
2310 Building Materials & Supplies	1,960	1,562	1,960	1,960			
2320 Motor Vehicle Repair							
2330 Street, Alley & Sewer Materials	933,000	966,152	1,065,000	1,225,300	160,300	15.05%	
2340 Other Repairs & Maintenance	2,450		2,450	2,450			
24 Other Supplies							
2410 Books							
2420 Other Supplies	42,140	49,628	42,140	44,950	2,810	6.67%	
2430 Uniforms and Tools							
TOTAL - CATEGORY 2:	1,124,421	1,124,328	1,260,324	1,479,360	219,036	17.38%	
3 OTHER SERVICES & CHARGES							
31 Professional Services							
3110 Engineering & Architectural							
3120 Special Legal Services							
3130 Medical							
3140 Exterminator Services	416	465	416	475	59	14.18%	
3150 Communications Contract							
3160 Instruction				2,500	2,500		
3170 Mgt. Fees, Consultants & Workshops							
32 Communication & Transportation							
3210 Telephone	8,910	5,629	8,910	5,000	-3,910	(43.88%)	
3220 Postage	2,475	2,727	2,475	2,800	325	13.13%	
3230 Travel							
3240 Freight/Other							
3250 Pagers	3,069	2,758	3,069	3,000	-69	(2.25%)	
33 Printing & Advertising							
3310 Printing				5,000	5,000		
3320 Advertising				1,800	1,800		

Department: STREET - TOTAL		2007	2007	2008	2009	\$	%
Fund: ALL FUNDS		Budget *	Actual	Budget **	Request	Change	Change
34	Insurance						
	3410 Liability & Casualty Premiums	70,600	48,779	50,498	50,198	-300	(0.59%)
	3420 Worker's Comp. & Risk Admin.	48,600	70,421	46,711	47,022	311	0.67%
35	Utility Services						
	3510 Electrical Services	4,208	3,906	4,208	4,208		
	3520 Street Lights/Traffic Signals						
	3530 Water & Sewer	1,782	1,487	1,782	1,550	-232	(13.02%)
	3540 Natural Gas	6,435	5,065	6,435	5,500	-935	(14.53%)
36	Repairs & Maintenance						
	3610 Building	5,049	1,510	5,049	15,000	9,951	197.09%
	3620 Motor	288,700	288,700	305,400	349,300	43,900	14.37%
	3630 Machinery & Equip. Repairs & Maint.	1,485	1,200	1,485	1,200	-285	(19.19%)
	3640 Hardware & Software Maintenance	21,304	21,304	21,304	21,304		
	3650 Other Repairs & Maintenance				3,000	3,000	
37	Rentals						
	3710 Land						
	3720 Building						
	3730 Machinery & Equipment	990	207	990	500	-490	(49.49%)
	3740 Hydrant Rental						
	3750 Other						
38	Debt Service						
	3810 Principal						
	3820 Interest						
	3830 Bank Charges		7		15	15	
	3840 Lease Payments						
39	Other Services & Charges						
	3910 Dues & Subscriptions						
	3920 Laundry & Other Sanitation Serv.	11,583	10,395	11,583	11,500	-83	(0.72%)
	3940 Temporary Contractual Employment						
	3950 Landfill Fees				1,000	1,000	
	3960 Grants						
	3970 Mayor's Promotion of Business						
	3980 Community Access TV/Radio						
	3990 Other Services and Charges	19,978	27,031	19,978	26,450	6,472	32.40%
	3991 3991 Crime Control						
<b>TOTAL - CATEGORY 3:</b>		<b>495,584</b>	<b>491,590</b>	<b>490,293</b>	<b>558,322</b>	<b>68,029</b>	<b>13.88%</b>
<b>4 CAPITAL OUTLAYS</b>							
41	Land						
	4110 Land Purchase	25,000	25,000	25,000	25,000		
42	Buildings						
	4210 Building Purchase		20,000				
43	Improvements Other Than Building						
	4310 Improvements Other Than Bldg.						
44	Machinery & Equipment						
	4410 Lease-purchase						
	4420 Purchase of Equipment						
	4430 Furniture & Fixtures						
	4440 Motor Equipment	335,000	333,254	335,000		-335,000	(100.00%)
	4450 Equipment - ITS Capital Replacemen						
45	Other Capital Outlays						
	4510 Other Capital Outlays	20,000					
<b>TOTAL - CATEGORY 4:</b>		<b>380,000</b>	<b>378,254</b>	<b>360,000</b>	<b>25,000</b>	<b>-335,000</b>	<b>(93.06%)</b>
<b>TOTAL - ALL CATEGORIES:</b>		<b>3,715,250</b>	<b>3,671,002</b>	<b>3,879,058</b>	<b>3,875,539</b>	<b>-3,519</b>	<b>(0.09%)</b>

Department: STREET - LRS		2007	2007	2008	2009	\$	%
Fund: LRS (450-20-00000)		Budget *	Actual	Budget **	Request	Change	Change
* Budget amounts include all appropriations approved. ** Budget amounts include appropriations approved through June 30th.							
<b>1 PERSONAL SERVICES</b>							
11	Salaries & Wages						
1110	Salaries & Wages - Regular						
1120	Salaries & Wages - Temporary						
1130	Salaries & Wages - Overtime						
12	Employee Benefits						
1210	FICA						
1220	PERF						
1230	Health Insurance						
1240	Unemployment Compensation						
1250	New Officer Medicare						
1260	Clothing Allowance						
1270	Police PERF						
1280	Fire PERF						
13	Other Personal Services						
1310	Other Personal Services						
<b>TOTAL - CATEGORY 1:</b>							
<b>2 SUPPLIES</b>							
21	Office Supplies						
2110	Office Supplies						
22	Operating Supplies						
2210	Institutional & Medical						
2220	Agricultural Supplies						
2230	Garage & Motor Supplies						
2240	Fuel & Oil						
23	Repair & Maintenance Supplies						
2310	Building Materials & Supplies						
2320	Motor Vehicle Repair						
2330	Street, Alley & Sewer Materials	627,000	630,469	677,000	587,300	-89,700	(13.25%)
2340	Other Repairs & Maintenance	2,450		2,450	2,450		
24	Other Supplies						
2410	Books						
2420	Other Supplies	39,200	38,088	39,200	39,200		
2430	Uniforms and Tools						
<b>TOTAL - CATEGORY 2:</b>		668,650	668,557	718,650	628,950	-89,700	(12.48%)
<b>3 OTHER SERVICES &amp; CHARGES</b>							
31	Professional Services						
3110	Engineering & Architectural						
3120	Special Legal Services						
3130	Medical						
3140	Exterminator Services						
3150	Communications Contract						
3160	Instruction						
3170	Mgt. Fees, Consultants & Workshops						
32	Communication & Transportation						
3210	Telephone						
3220	Postage						
3230	Travel						
3240	Freight/Other						
3250	Pagers						
33	Printing & Advertising						
3310	Printing						
3320	Advertising						



Department: STREET - LRS		2007	2007	2008	2009	\$	%
Fund: LRS (450-20-00000)		Budget *	Actual	Budget **	Request	Change	Change
34	Insurance						
	3410 Liability & Casualty Premiums						
	3420 Worker's Comp. & Risk Admin.						
35	Utility Services						
	3510 Electrical Services						
	3520 Street Lights/Traffic Signals						
	3530 Water & Sewer						
	3540 Natural Gas						
36	Repairs & Maintenance						
	3610 Building						
	3620 Motor	288,700	288,700	305,400	349,300	43,900	14.37%
	3630 Machinery & Equip. Repairs & Maint.						
	3640 Hardware & Software Maintenance						
	3650 Other Repairs & Maintenance						
37	Rentals						
	3710 Land						
	3720 Building						
	3730 Machinery & Equipment						
	3740 Hydrant Rental						
	3750 Other						
38	Debt Service						
	3810 Principal						
	3820 Interest						
	3830 Bank Charges						
	3840 Lease Payments						
39	Other Services & Charges						
	3910 Dues & Subscriptions						
	3920 Laundry & Other Sanitation Serv.						
	3940 Temporary Contractual Employment						
	3950 Landfill Fees						
	3960 Grants						
	3970 Mayor's Promotion of Business						
	3980 Community Access TV/Radio						
	3990 Other Services and Charges						
	3991 3991 Crime Control						
TOTAL - CATEGORY 3:		288,700	288,700	305,400	349,300	43,900	14.37%
4 CAPITAL OUTLAYS							
41	Land						
	4110 Land Purchase						
42	Buildings						
	4210 Building Purchase						
43	Improvements Other Than Building						
	4310 Improvements Other Than Bldg.						
44	Machinery & Equipment						
	4410 Lease-purchase						
	4420 Purchase of Equipment						
	4430 Furniture & Fixtures						
	4440 Motor Equipment						
	4450 Equipment - ITS Capital Replacement						
45	Other Capital Outlays						
	4510 Other Capital Outlays						
TOTAL - CATEGORY 4:							
TOTAL - ALL CATEGORIES:		957,350	957,257	1,024,050	978,250	-45,800	(4.47%)

Department: STREET		2007	2007	2008	2009	\$	%
Fund: MVH (451-20-00000) Total		Budget *	Actual	Budget **	Request	Change	Change
* Budget amounts include all appropriations approved. ** Budget amounts include appropriations approved through June 30th.							
<b>1 PERSONAL SERVICES</b>							
11 Salaries & Wages							
1110 Salaries & Wages - Regular	1,202,252	1,161,203	1,243,424	1,276,864	33,440	2.69%	
1120 Salaries & Wages - Temporary	20,000	23,486	20,000	20,000			
1130 Salaries & Wages - Overtime	40,723	50,954	40,723	40,723			
12 Employee Benefits							
1210 FICA	96,618	88,758	99,767	102,325	2,558	2.56%	
1220 PERF	127,405	124,182	134,835	141,641	6,806	5.05%	
1230 Health Insurance	220,430	220,430	222,635	224,875	2,240	1.01%	
1240 Unemployment Compensation	2,287	2,287	2,122	864	-1,258	(59.28%)	
1250 New Officer Medicare							
1260 Clothing Allowance							
1270 Police PERF							
1280 Fire PERF							
13 Other Personal Services							
1310 Other Personal Services	5,530	5,530	4,935	5,565	630	12.77%	
<b>TOTAL - CATEGORY 1:</b>	<b>1,715,245</b>	<b>1,676,829</b>	<b>1,768,441</b>	<b>1,812,857</b>	<b>44,416</b>	<b>2.51%</b>	
<b>2 SUPPLIES</b>							
21 Office Supplies							
2110 Office Supplies	1,274	1,076	1,274	1,000	-274	(21.51%)	
22 Operating Supplies							
2210 Institutional & Medical	4,900	6,193	4,900	10,000	5,100	104.08%	
2220 Agricultural Supplies							
2230 Garage & Motor Supplies							
2240 Fuel & Oil	138,697	99,717	142,600	193,700	51,100	35.83%	
23 Repair & Maintenance Supplies							
2310 Building Materials & Supplies	1,960	1,562	1,960	1,960			
2320 Motor Vehicle Repair							
2330 Street, Alley & Sewer Materials	86,000	115,683	145,000	345,000	200,000	137.93%	
2340 Other Repairs & Maintenance							
24 Other Supplies							
2410 Books							
2420 Other Supplies	2,940	11,540	2,940	5,750	2,810	95.58%	
2430 Uniforms and Tools							
<b>TOTAL - CATEGORY 2:</b>	<b>235,771</b>	<b>235,771</b>	<b>298,674</b>	<b>557,410</b>	<b>258,736</b>	<b>86.63%</b>	
<b>3 OTHER SERVICES &amp; CHARGES</b>							
31 Professional Services							
3110 Engineering & Architectural							
3120 Special Legal Services							
3130 Medical							
3140 Exterminator Services	416	465	416	475	59	14.18%	
3150 Communications Contract							
3160 Instruction				2,500	2,500		
3170 Mgt. Fees, Consultants & Workshops							
32 Communication & Transportation							
3210 Telephone	8,910	5,629	8,910	5,000	-3,910	(43.88%)	
3220 Postage	2,475	2,727	2,475	2,800	325	13.13%	
3230 Travel							
3240 Freight/Other							
3250 Pagers	3,069	2,758	3,069	3,000	-69	(2.25%)	
33 Printing & Advertising							
3310 Printing				5,000	5,000		
3320 Advertising				1,800	1,800		

Department: STREET		2007	2007	2008	2009	\$	%
Fund: MVH (451-20-00000) Total		Budget *	Actual	Budget **	Request	Change	Change
34	Insurance						
	3410 Liability & Casualty Premiums	70,600	48,779	50,498	50,198	-300	(0.59%)
	3420 Worker's Comp. & Risk Admin.	48,600	70,421	46,711	47,022	311	0.67%
35	Utility Services						
	3510 Electrical Services	4,208	3,906	4,208	4,208		
	3520 Street Lights/Traffic Signals						
	3530 Water & Sewer	1,782	1,487	1,782	1,550	-232	(13.02%)
	3540 Natural Gas	6,435	5,065	6,435	5,500	-935	(14.53%)
36	Repairs & Maintenance						
	3610 Building	5,049	1,510	5,049	15,000	9,951	197.09%
	3620 Motor						
	3630 Machinery & Equip. Repairs & Maint.	1,485	1,200	1,485	1,200	-285	(19.19%)
	3640 Hardware & Software Maintenance	21,304	21,304	21,304	21,304		
	3650 Other Repairs & Maintenance				3,000	3,000	
37	Rentals						
	3710 Land						
	3720 Building						
	3730 Machinery & Equipment	990	207	990	500	-490	(49.49%)
	3740 Hydrant Rental						
	3750 Other						
38	Debt Service						
	3810 Principal						
	3820 Interest						
	3830 Bank Charges		7		15	15	
	3840 Lease Payments						
39	Other Services & Charges						
	3910 Dues & Subscriptions						
	3920 Laundry & Other Sanitation Serv.	11,583	10,395	11,583	11,500	-83	(0.72%)
	3940 Temporary Contractual Employment						
	3950 Landfill Fees				1,000	1,000	
	3960 Grants						
	3970 Mayor's Promotion of Business						
	3980 Community Access TV/Radio						
	3990 Other Services and Charges	19,978	27,031	19,978	26,450	6,472	32.40%
	3991 3991 Crime Control						
<b>TOTAL - CATEGORY 3:</b>		206,884	202,890	184,893	209,022	24,129	13.05%
<b>4 CAPITAL OUTLAYS</b>							
41	Land						
	4110 Land Purchase	25,000	25,000	25,000	25,000		
42	Buildings						
	4210 Building Purchase		20,000				
43	Improvements Other Than Building						
	4310 Improvements Other Than Bldg.						
44	Machinery & Equipment						
	4410 Lease-purchase						
	4420 Purchase of Equipment						
	4430 Furniture & Fixtures						
	4440 Motor Equipment	335,000	333,254	335,000		-335,000	(100.00%)
	4450 Equipment - ITS Capital Replacemen						
45	Other Capital Outlays						
	4510 Other Capital Outlays	20,000					
<b>TOTAL - CATEGORY 4:</b>		380,000	378,254	360,000	25,000	-335,000	(93.06%)
<b>TOTAL - ALL CATEGORIES:</b>		2,537,900	2,493,744	2,612,008	2,604,289	-7,719	(0.30%)